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24 July 1964

MEMORANDUM FOR: Director of Personnel

SUBJECT : Annual Activities Report - Personnel
Operations Division

1. Fiscal year 1964 was a tumultuous year for Personnel Operations Division. At the beginning of the year we had projected a total requirement of [REDACTED] new EOD's. This was based on non-recruitable vacancies as reported by the components, estimated attrition, and new recruitment requirements which grew primarily from program increases on which we had at least tentative confirmation from John Clarke. This projection was, of course, passed to the Chief, Recruitment Division, and by him in turn to the field. It formed the basis on which we planned our work load and the staffing requirements for POD, particularly Placement Branch. However, on the 17th of July when I sent that forecast to you I said, "As I see it there are three critical issues which need immediate attention, policy decisions and the development and implementation of manpower controls; manpower controls, by the way, of a nature never before contemplated in this Agency. The three problem areas ... the age curve ... ceiling versus average employment ... already [REDACTED] people in process ...". The previous year in May of 1962 we had forecasted a target of [REDACTED] and though we fell short a little we did EOD [REDACTED] people. This suggested that unless we had a change of directive we could certainly expect to EOD better than [REDACTED] in fiscal year 1964. On the first of October we made a report on the subject "Current Strength and Employment Processing Status". We concluded in that instance that there were four alternatives. Determine priorities among present vacancies; prohibit replacement of attrition in designated components; transfer functions and people, particularly those using military personnel to other agencies; conduct an HR [REDACTED] reduction. On the 6th of December the Executive Director-Comptroller issued Action Memorandum No. A-320 which froze strength as of 30 November, following which new reduced ceilings were announced, and finally at the end of the year a further reduction for fiscal year 1965 was imposed. Meanwhile, and not totally unrelated to the foregoing, the [REDACTED] study on the input of young professionals and subsequent discussions led to a revision of the JOT Program raising it to [REDACTED]

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Consequently, with the exception of QAB, which had its own problems, all of POD underwent a considerable amount of to-ing and fro-ing during fiscal 1964. It is worth noting that, even applying the brakes as we did, we entered on duty [REDACTED] people in fiscal year 1964, a net increase of 407, there having been losses totaling [REDACTED]. These break down to a net loss of 104 professionals [REDACTED], an increase of 124 in Commo [REDACTED] and an increase of 289 clericals [REDACTED], the balance of 98 being JOT's.

2. Attached are the individual branch reports which, if time permits their reading, will show an increase of activity in some cases and in others most trying times not reflected in larger numbers. As they did last year, they reflect something which to me is very important -- a professional competence and understanding and a dedication which are not only pleasing to a division chief but very comforting. There is little practical value in repeating in this basic memorandum the details of these individual reports, though I sincerely hope that you do find time to read them (a worthwhile use for these reports -- I was going to say by-product but it is more than that -- is their historical value and as briefing material for my successor and his yet to be appointed deputy). The branch chiefs have come up with proposals of one nature or another which will be taken up as separate issues -- I insist that such an annual report can not be an action document -- but there are certain themes that run through them all which I think are worth noting. Without exception they report many small management improvements -- I dare say that a close counting would show something over 100 separately identifiable items among the branches. It might be argued that it is only to be expected that management improvements would be identified and effected. It may be that it is only to be expected because that is the way our organization works. I dare say that there are other places where the philosophy is "Don't make waves -- if it was good enough for Grandma it is good enough for us". For my part I am not only pleased but proud for most of these improvements were self-generated in the branches and carried out with little or no outside assistance and support.

3. A second common item is an unhappy one -- space. We have space problems in all the branches as well as my own office. Either there isn't enough, it is badly arranged, or in the wrong place. I shan't pursue it further here.

4. With [REDACTED] return from the CEIR course we have launched on our intensive and long range program to "put personnel on the machine". In reading the branch reports, however, I suddenly

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realized that we were on the machine more than is apparent and that more was going on every day. To cite three examples: NTE's (Actions with time limitations) are now on the computer. Though there are some bugs on the system we can now produce monthly ticklers on all kinds of such time limited actions. A JOT history is being put into the computer and the job nearly finished which will permit quick retrieval of any combination of statistical information on this special and much studied group. Thirdly, we are getting, at long last, the overseas data into the machine. Hence though we have made no big splashes yet, we are making steady progress in exploiting the memory, retrieval and counting capacity of the 501.

5. The Qualifications Coding Project is at long last approved and underway. The Chief of the Branch, [REDACTED], reports a slow start and some problem in finding retirees who are both qualified and interested but we are hopeful of completion in the allotted project year. The ultimate value of this coding can be judged by a reading of the individual jobs which QAB was called upon for this past year. I refer you to Tabs A, B, and C of the branch report.

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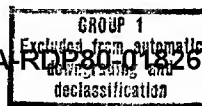
6. The IG has come and gone -- leaving behind but one critical observation on POD and that deals with an issue with which we were already concerned but at the same time ignores half of the work of the branch -- I refer of course to Outplacement.

7. A brief word about my own office. We have processed 12 alien marriage cases, 6 alien sponsorship cases, 337 QSI's have gone through here. We have seen all weak fitness reports (53) and discussed action being taken with the components concerned, and finally have set up and operated -- successfully, I think -- a strength control procedure which has satisfied the policies we have received from the Executive Director-Comptroller and avoided at the same time unduly irritating the components by seeming whimsy or inequity in application.

8. A few more statistics should be included at this point both for reporting purposes and because they are processed through the Office of the Chief, POD. There were 353 tax inquiries forwarded to us from [REDACTED] of which were on current employees of the Agency and required follow-up notifications to the employees or their components.

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We issued 224 appointee travel orders not including all of those for Commo personnel coming in "overseas undetermined". CAB paid the entrance on duty travel for 109 clericals between January and June at a cost of under \$4,500. We issued a net 1,875 invitee travel orders of which 1,577 were liquidated by 30 June with a cumulative cost of \$233,000 plus, for an average cost of \$148.34.

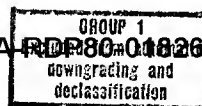


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Chief, Personnel Operations Division

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